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# Office Memorandum • UNITED STATES GOVERNMENT

TO : Chief, Operations School

DATE: 13 December 1957

FROM : Chief Instructor, Clandestine Services Review

SUBJECT: Report on Clandestine Services Review No. 19

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1. Bare Facts. In 12 days, from 25 November (excluding 28 and 29 November) through 12 December, 74 different speakers, representing DD/P, DD/S, and DD/I components and also including the National Security Advisor on Internal Security, contributed to Review #19 for 41 students. The program of the Review and data on the group constitute attachments 1 and 2.

2. Review of the Review. The Instructor monitored every presentation. On the final day, the students were invited to write their comments on the value of the Review including the outstanding and least rewarding elements and also to offer practical and constructive suggestions for revision. On the first day of the course, 12 individuals, selected by the Chief of the Operations School and the Instructor, were asked to constitute a group of special monitors of the Review. This group met very briefly on two occasions during the Review and nine of them met again for a three-hour session with the Instructor on 13 December. The panel recommendations include a few general and many detailed suggestions. Both can be put to practical use by the Instructor in the regular business of planning and programming the next Review. Mainly for convenience of reference, these views <sup>were</sup> summarized in attachment 3 and, in my judgment, do not necessarily require your time and attention or the time of those to whom this report may be forwarded. As you know, the Instructor would of course welcome advice on these or any other aspects of CSR. She feels, however, that the matters listed below should be definitely singled out for special attention and, in the case of items a. through d., for advice.

- a. The CI Staff presentations
- b. The Logistics presentation
- c. The Clandestine Services talk
- d. Mr. Coyne's talk.
- e. Portions of the PP block

(The a. through d. matters are treated separately in paragraphs 3, 4, 5, and 6 below. The Instructor believes that item e. can be handled, as satisfactorily as possible, directly by her with [redacted])

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3. The CI Staff Presentations

*Discussed  
by 2 & Jan.  
w/ me  
w/ Mr.  
Angleton.*

a. Organization and Functions of the CI Staff. As you are aware, after CSR No. 18, the Instructor dealt directly with [REDACTED] to point up that his talk apparently had not fully achieved what he and the CI Staff would want it to achieve. Since the same result obtained in CSR No. 19, I believe that this subject should be discussed with Mr. Angleton [REDACTED] to ascertain whether or not they think a change desirable.

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b. Operations against Communist Parties by CI [REDACTED] [REDACTED] cancelled out in No. 18 and was unable to send a substitute. For No. 19, he sent [REDACTED] as a last minute substitute. [REDACTED] [REDACTED] has had valuable experience in this field and, with preparation, could give a more effective presentation. The fact is, however, he treated this rather important subject very disappointingly. Here, again, Mr. Angelton's [REDACTED] interest in having ready a well-prepared, dynamic CI/ICD presentation might be profitably raised.

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While the Instructor can present these matters satisfactorily to the Chief or Deputy Chief of the CI Staff, your advice would be appreciated as to whether it might be more appropriate for the Chief of the Operations School to do so.

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4. The Logistics Presentation. The reaction of the members of Review No. 18 (46 students) and Review No. 19 (41 students) to [REDACTED] use of a chart turner can be safely generalized as one of such intense personal embarrassment as to negate the value of his talk on Logistics. I recommend that, with your approval and Mr. Baird's, the Instructor discuss this matter with Col. White to suggest that the talk be omitted as given, or the charts reduced to slides. If the talk were omitted, Col. White might cover the material briefly, as the detail given by [REDACTED] is probably not necessary.

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5. The Clandestine Services Talk. With no discredit to the adequacy of the presentation made to No. 18 by [REDACTED] or to No. 19 by [REDACTED] the panel underscored that a more colorful talk on this subject would get the Review off to a more inspiring start. If [REDACTED] would not find it possible to make this talk, [REDACTED] was mentioned as one who would admirably fill the bill. May I discuss this with you?

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6. Mr. Coyne's Talk (probably of particular interest to Mr. Baird). This talk was singled out by some students as an excellent talk; by others, as an unnecessary one. The panel considered that the talk had merit and on their own volunteered much the same comment as that made orally to Mr. Baird by me. Mr. Coyne's coming before the group was greatly appreciated; the question period was lively. When Mr. Coyne comes again, it would be much appreciated if, since his own vantage point is quite unique, he would,

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to the extent "security" permits, open up this window to the group on a meeting or on specific workings of the Council. (The speech he read to No. 19, he might compress into a few sentences; then, he might just "let down his hair" and talk.)

It would be helpful to know whether Mr. Baird would prefer to have a discussion with Mr. Coyne or would favor my making a suggestion aimed at accomplishing the general idea indicated above, in inviting Mr. Coyne to come to Review No. 20.

7. For your possible interest, the following information is mentioned:

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a. [REDACTED] indicated to me that he thought his office should probably have two full periods in the future and also asked for student comments on his presentation. I let him know how this matter was to be handled and have informed his designated representative of the results. That representative, [REDACTED] indicated that a panel presentation, introduced again by [REDACTED] and, to include points suggested by the panel and also mechanical aids such as communications "hardware" and/or films may be arranged. The trend here seems to me now diverted from the past, competent but dull presentation on this very important subject.

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b. The Training Officer from the Comptroller's office has asked for a talk on that entity to be re-instituted. Planning on this appears mutually satisfactory in that [REDACTED] (for Col. White) has been approached and good speaker(s), [REDACTED] are the likely ones.

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8. Despite areas of need for improving the CSR indicated in this text and, supplementarily, in attachment 3, it seems clear to me that the cumulative effect of the entire exercise is a very useful one both to the "student" participants and to the Agency. To this long-standing pattern of result, CSR No. 19 was, I believe, no exception.

9. I should appreciate an opportunity to discuss directly with you matters raised in this report.

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Attachments

1. Course schedule
2. Data on participants
3. Summary of panel suggestions